

# Books in

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## ***The New HR Analytics Predicting the Economic Value of Your Company's Human Capital Investments***



Author: Jac Fitz-enz  
Pub. Date: June 2010  
ISBN: 978-0-8144-1643-3  
Contact: [www.amacombooks.org](http://www.amacombooks.org)

Despite the transformations in business brought on by global competitiveness, corporate scandals, and economic woes, very little has changed within the “people game.” Most executives still treat employees as expenses. Most managers lack understanding of human behavior. And most human resource professionals continue to rely on anecdotal experience loosely connected to obsolete paperwork. No wonder so many companies view HR as a cost center to outsource or cut.

The pre-eminent leader in quantifying what the HR department does, Jac Fitz-Enz believes it's time for a human capital management revolution. In *THE NEW HR ANALYTICS: Predicting the Economic Value of Your Company's Human Capital Investments* (AMACOM June 2010), he introduces a visionary, strategic human capital management model for the 21st century, HCM: 21. Developed by a consortium of major organizations and thinkers, HCM: 21 applies analytics—a mental framework and set of statistical tools—to transform people into value assets. Combining logic, statistics, and metrics with future-focused insights, it's an innovative system that CFOs, line managers, and HR decision-makers can all apply to improve performance right now, while preparing their company for the opportunities and challenges ahead. Fitz-Enz calls this vital approach to business “Managing tomorrow, today.”

Imagine having the power to anticipate upcoming events and the tools to influence them. Chapters take readers through the entire HCM: 21 process, which consists of four phases:

1. Scanning. Conducting a sweeping strategic scan of the external forces (industry trends, competitors, brand reputation, regulations, labor supply, and more) and the internal factors (vision, values, culture, leadership, employee brand awareness, financial capability, and more) that might affect a company's future operations, followed by a thorough risk assessment.

2. Planning. Redefining workforce planning as capability development, replacing yesterday's emphasis on closing gaps and filling positions with an agile, ongoing system focusing on building knowledge, skills, and employee engagement, reinforced by scenarios to help prepare people for uncertainty.

3. Producing. Generating value through the delivery of HR services by uncovering the most cost-effective combination of inputs (an employee's decisions and behavior, influenced by the individual's value system, career interest, ambitions, goals, health, and well-being) and throughputs (actions affected by policies, procedures, tools, information, and feedback) to achieve the desired outputs.

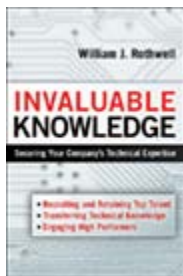
4. Predicting. Continually managing performance to maximize investments in people. To help managers accurately predict which actions will yield the best returns, Fitz-enz presents a three-point measurement system integrating an organization's strategic focus and operational foundations with leading indicators for success.

Beyond describing every step of the HCM: 21 process, *THE NEW ANALYTICS* demonstrates the real-world payoff. Detailed case studies include lessons in how Ingram Book Group applied analytics to attack a long-term turnover and productivity problem; how Enterprise-Rent-A-Car selected the most cost-effective site for a new call center by tapping into Monster.com's market and demographic database; and how United Health Group combined technology and analytics to improve staff and retention, two of HR's major challenges. Beyond its wealth of examples, the book features "how-to-do-it research essays" from thirty top HR experts and a complete set of tactics for working out the model and making it work for any company.

#### **About the Author**

JAC FITZ-ENZ (San Jose, CA) is widely acknowledged as the father of human capital strategic analysis and measurement. As founder of Saratoga Institute, he developed the first international HR benchmarks. He was named by *HR World* as one of the Top 5 HR Management Gurus and cited by *HR Magazine* as one of 50 people in the last 50 years who have significantly changed the field of HR. He has authored a dozen books including the award-winning *The ROI of Human Capital* (978-0-8144-1332-6).

#### ***Invaluable Knowledge Securing Your Company's Technical Expertise***



Author: William J. Rothwell  
Pub Date: January 2011  
ISBN: 9780814416396  
Contact: [www.amacombooks.org](http://www.amacombooks.org)

## **What happens when your technical and professional workers start retiring en masse—and taking their knowledge with them?**

As organizations face a loss of people due to retirement, resignation, or disability, leaders are paying more attention to their talent management strategies, from grooming internal successors to aggressively recruiting from their competitors. The need is most acute in technical and other “knowledge” areas, where the loss of a particular skill set demands an equally focused response.

*Invaluable Knowledge* clarifies the unique (and urgent) issues of attracting, developing, retaining, and transferring the knowledge of IT professionals, engineers, accountants, analysts, and other specialists. The book’s structure follows a typical talent cycle, from identifying recruitment challenges, to hiring and training top talent, to building career development initiatives, and finally, to laying the groundwork for the next generation.

*Invaluable Knowledge* makes an indisputable case for the importance of this specific facet of talent management, and offers practical examples, repeatable processes, and a multitude of specific tips to help any organization’s talent strategists create seamless transitions and maintain critical knowledge functions indefinitely.

Includes access to downloadable copies of over 30 exhibits from the book. These assessments and checklists will help you ensure that your organization doesn’t lose any valuable talent.

### **About the Author**

WILLIAM J. ROTHWELL is professor of Workplace Learning and Performance at Pennsylvania State University and president of Rothwell & Associates, a consultancy with more than 35 multinational clients. He is the author of *Effective Succession Planning* and *The Manager’s Guide to Maximizing Employee Potential*.

### **Retooling HR**

#### ***Using Proven Business Tools to Make Better Decisions About Talent***



Author: John W. Boudreau  
Pub Date: July 2010  
ISBN: 978-1422130070  
Contact: [www.HBR.org](http://www.HBR.org)

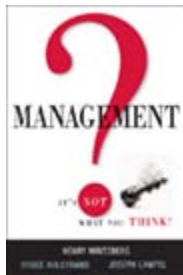
HR professionals have made major strides toward becoming strategic partners. But they need to do more - by generating value through savvy decisions about talent. HR leaders typically assume that, to make such decisions, they must develop sophisticated analytical tools from scratch. Even then, the resulting tools often fail to engage their peers. In *Retooling HR*, John Boudreau shows how HR leaders can break

this cycle - by adapting powerful analytical tools already used by other functions to the unique challenges of talent management. Drawing on his research and examples from companies including Google, Disney, IBM, and Microsoft, Boudreau explains six proven business tools leaders already use. And he shows how HR can apply these tools to talent management. Examples include: Using engineering tolerances to find pivot points that job descriptions miss Using inventory and supply-chain analytics to ensure a ready supply of the right talent Applying logistics tools to optimize succession planning and leadership development Adapting consumer research tools to find untapped value in total rewards Retooling HR builds on Boudreau's bestselling book *Beyond HR*, which traces HR's evolution as a decision science. For HR professionals seeking to sharpen their decision-making prowess, this provocative new book blazes an innovative new path.

### **About the Author**

Dr. John W. Boudreau is recognized worldwide for breakthrough research on the bridge between superior human capital, talent and sustainable competitive advantage. His research has received the Academy of Management's Organizational Behavior New Concept and Human Resource Scholarly Contribution awards.

### ***Management? It's Not What You Think***



Authors: Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel  
Pub Date: September 2010  
ISBN: 9780814416846  
Contact: [www.amacombooks.org](http://www.amacombooks.org)

### **Think you know what management is? Think again!**

A lot of things have been said about management over the years: that it's an art, not a science; that it's a science, filled with "best practices" and systematic steps anyone can use to get great results; that it's the fuel that powers successful organizations. Only one thing is for sure: there is no one, easy definition of whatever it is that managers do!

Henry Mintzberg, one of today's most respected and controversial thinkers on management, has joined forces with other leading business figures to provide a provocative and unusual mix of writing on management. *Management? It's Not What You Think!* gets readers thinking as they never have before about the practice of management. Readers will find differing perspectives—and plenty of food for thought—on topics including management terminology and buzz words; myths and maxims; MBAs; management fads; leadership; strategy; and much more.

Presenting articles, book and journal excerpts, letters, web selections, and musings, these pieces will have readers pondering, laughing, and sometimes even crying (for poor old management itself!). This

irreverent, highly relevant, and insightful book will inspire managers of all types, spark debate, and renew their passion and interest in doing what they do best... managing.

### **About the Authors**

HENRY MINTZBERG is Cleghorn Professor of Management Studies at McGill University in Montreal and the winner of awards from the most prestigious academic and practitioner institutions in management. He was ranked in the top ten in the *Wall Street Journal's* list of influential business thinkers. BRUCE AHLSTRAND is a professor of management at Trent University in Ontario. JOSEPH LAMPEL is a professor of strategy at Cass Business School, City University London.

### **e-Learning 2.0**



Author: Anita Rosen  
Pub Date: January 2009  
ISBN: 9780814416785  
Contact: [www.amacombooks.org](http://www.amacombooks.org)

### **A fool-proof guide to the good, the bad, and the ugly about e-learning and how to make it work for any company.**

When executed well, e-learning is a powerful way for organizations to save money while providing the kind of up-to-date training and information that will help employees perform better and more efficiently. Unfortunately, all too often, companies are finding that they're spending a huge amount of money for less return than they had hoped. In *e-Learning 2.0*, Anita Rosen explains what works and what doesn't, offering businesses a best-practices guide for making their investment pay off.

Using examples of successful companies like National SemiConductor, Telefonica, and the Texas Department of Transportation who have made the most of e-learning, Rosen shows companies how to:

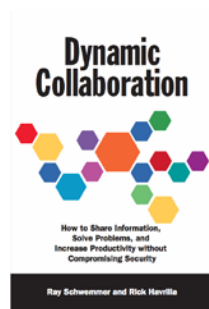
- define an e-learning strategy
- identify the best technologies and processes to effectively implement an e-learning strategy
- manage large, complicated, or new e-learning initiatives
- get buy-in from trainers, managers and learners
- measure and evaluate training
- calculate an ROI

Complete with up-to-date information on the latest technologies, including Web 2.0, this book will help businesses improve their performance without breaking the bank.

### **About the Author**

Anita Rosen (Mountain View, CA) is a successful trainer and speaker on Internet-related topics.

***Dynamic Collaboration***  
***How to Share Information, Solve Problems, and Increase Productivity without Compromising Security***



Authors: Ray Schwemmer and Rick Havrilla  
Pub. Date: October 2011  
ISBN: 978-0982056936  
Contact: [www.collabospace.com](http://www.collabospace.com)

If collaboration is essential in today's world, why is it sometimes so difficult to actually implement? Why do many organizations spend huge amounts of time installing expensive collaborative solutions only to find that employees don't use them? *Dynamic Collaboration* shows how you can harness the power of Web 2.0 and use it to tap into the collective intelligence of your organization.

Collaboration allows employees to connect with colleagues, share information and ideas, discover who else in the organization is working on the same issues, and increase productivity for all concerned.

Ray Schwemmer and Rick Havrilla offer practical advice to help you choose the right tools to facilitate collaboration, using real-life examples from their years of experience helping organizations of all kinds—both private enterprises and government agencies. They explain how to ensure that no one outside the organization has access to privileged information and those within the organization have appropriate clearance.

When you integrate collaborative services into the existing tools that your team is already using, employees will take advantage of them. When colleagues can easily share information and ideas, your organization can realize greater productivity, greater savings, and greater access to its intellectual assets than ever before.

**About the Authors**

Ray Schwemmer is president, CEO, and cofounder of CollabraSpace, a software company that has focused on secure collaboration solutions for industry and government customers since 1998. Prior to starting CollabraSpace, Ray spent ten years working for various IT companies, designing and building large-scale distributed systems for both commercial and government clients. He holds a bachelor's degree in computer science and an MBA from Drexel University. He lives in Annapolis, Maryland

Rick Havrilla, chief technology officer and cofounder of CollabraSpace, has over twenty years of experience designing and implementing software solutions, including over ten years of experience working with collaboration technologies. He holds a bachelor's degree in computer science and applied mathematics from the University of Pittsburgh and a master's degree in computer science from Johns Hopkins University. He lives in Annapolis, Maryland.